



Your Partners From Tee to Green



// RESPONSE TO CITY OF TERRE HAUTE GOLF COURSES RFP FOR MANAGEMENT SERVICES



Submitted by:
Green Golf Partners
1001 Cartersburg Rd.
Danville IN 46122
(317)-745-9004
www.greengolfpartners.com

May 31st 2017



May 31, 2017

Nick Weber
FaegreBD Consulting
300 North Meridian St.
Indianapolis, IN 46204

**RE: Request for Proposals – Golf Course Management Operations for
Hulman Links Golf Course Park & Rea Park Golf Course**

Dear Nick

On behalf of Green Golf Partners and our entire staff, I thank you for the opportunity to present our response to the City of Terre Haute Golf Courses RFP. Our response is a statement of what we value together with our partners, wherein you will find great importance given to community, education, natural heritage, quality course conditions, customer service, junior golf, and a highly enjoyable and satisfying experience (aka “fun”). The business of golf has changed dramatically in the last decade and we have evolved with it to understand, that golf courses such as Hulman Links and Rea Park, are more than just golf courses, they are community hubs.

Per the RFP, we have completely reviewed and understand and agree to be bound by the requirements of this RFP:

Green Golf Partners
Matthew C. McIntee, CEO
Mike Shaw, President & COO (contact)
1001 Cartersburg Road
Danville, IN 46122

Website: www.greengolfpartners.com
Email: mshaw@greengolfpartners.com
Phone: 317-745-9004

Please allow me to emphasize **Green Golf Partners** is a full service golf business company based in Danville, Indiana, where it enjoys a long and well respected management history. Our DNA has been involved with a variety of Indiana Golf Courses including Twin Bridges, in Danville, IN since 1997, and Thunderbolt Pass in Evansville. Currently we operate four golf courses in Indiana.



We have a number of high quality beneficial relationships in the state – from the legislature to a variety of State golf associations including Indiana Golf Course Owners Association. We believe whole-heartedly in the potential that exists with the City of Terre Haute golf courses. You need an operator that understands the market, the consumer base and will be your partner through ‘thick and thin’ – Green Golf Partners exemplifies all of those qualities.

We have become a leader in the industry by striving for and achieving the highest of standards for our clients. Our projects include both private and public operations. Privately held, we’ve assembled the best talent available in the industry in order to ensure the highest quality product and service levels, while at the same time maximizing the bottom line financial performance at each of its properties. We encourage you to please call our references and visit us online at www.greengolfpartners.com. From Operations and Agronomy, to Sales and Marketing, to Food & Beverage and Championship Service, our integrated 360° approach will have things in Terre Haute running like a dream!

Again, we appreciate this opportunity and trust you will recognize our desire to protect and improve your property, deliver Championship Service to patrons, and provide premium golf course conditions that are valued above the competition. And, of course, bring FUN back to the game of golf!

Warmest personal regards.

Sincerely,

Matthew C. McIntee
Chief Executive Officer, Principal

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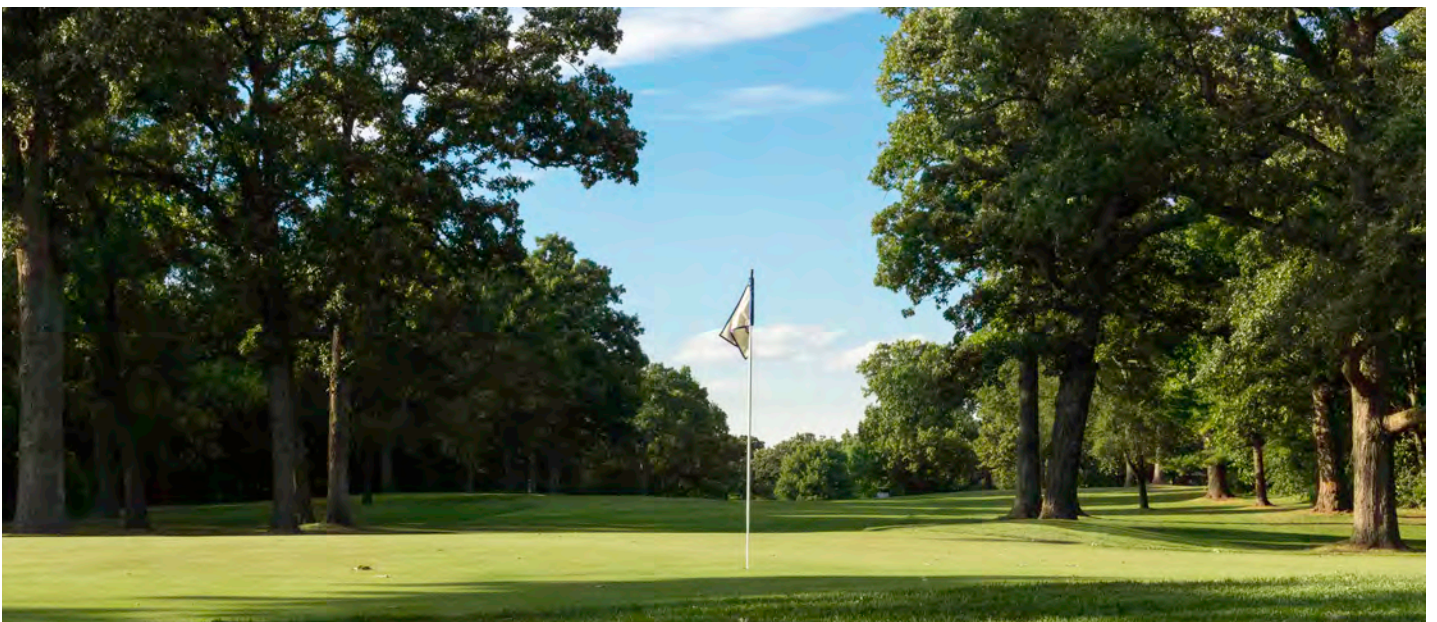


EXECUTIVE SUMMARY

Terre Haute Golf Courses are a significant asset to the city's parks and recreation department. Hulman Links and Rea Park all have significant roles in the City and specifically for Parks & Recreation serving residents varying ages and abilities.

Golf has always been a popular form of outdoor recreation and in the 1990's its overall popularity exploded across the globe. The growth of the game coincided with the popularity and dominance of Tiger Woods, and the game of golf became more mainstream than ever before. By 2000 there were 28 million golfers in the United States and economists were forecasting that number to increase to 50 million by 2012. The

industry took those predictions seriously and golf courses and golfing communities were opening at prodigious rates all over the country and worldwide. Unfortunately the growth was not sustainable and soon supply significantly outpaced demand, and by 2005 the great game of golf began to decline. Once profitable facilities were now on the brink of closing or bankruptcy. Many of those facilities didn't have the bandwidth, resources, or knowledge to drive revenues, monitor expenses and not allow course conditions and customer service to suffer. Only the strong and properly managed were going to thrive in such a challenging environment.



// 02 EXECUTIVE SUMMARY

In 2007 while the golf business was in decline our objective was to protect and improve our properties, deliver Championship Service to our patrons, and provide premium golf course conditions that are valued above the competition. We strongly believe that not only is Hulman Links the crown jewel of Terre Haute's Golf portfolio, but one of the best public golf courses in the Terre Haute market. To reach the next level we will need to go 'above and beyond' the expectations of our guests. Today, we seek to meet or exceed those same objectives, and to that end, our proposal includes some unique elements such as marketing for Junior PGA, First Tee, and providing more fun for the next generation of customers. The bottom line is that we will never rest on our laurels and always seek excellence at Hulman Links and Rea Park Golf Courses.

**Green Golf Partners' overall goal is to produce
an experience that guests see as a great overall Value!**

High Quality Service + High Quality Product + Fair Price = A Great Value

Here are some key components of our proposal:

❖ **Continue to provide the citizens of Terre Haute with an exceptional outdoor recreational experience and facilities by providing:**

- Championship Service
- Premium golf course conditions at a fair market price
- Promoting and implementing the agreed upon capital improvements
- Developing the next generation of golfers by growing the game and making it FUN again by:
 - o Fun Golf Events, including a Three Club Tournament, Sup's Revenge, Turkey Shoot Out, Spring Fling
 - o Mobile phone App
 - o Online Tee Times
 - o Junior PGA Program
 - o Night Golf
 - o Loyalty Rewards Program
- Cross promoting with both golf courses encompassing marketing that will include and raise the perceived value of patron's experience while increasing traffic and revenues at the golf course
- We would like to focus on increased league play. Local business and public league play is attractive for Terre Haute residents. League play builds comradely and community.

❖ **Continue industry leading environmental practices such as:**

- Wildlife and Habitat Management
- Chemical Usage Reduction and Safety
- Water Conservation and Quality Management
- Equipment Usage
- Outreach and Education
- Continued Audubon Certification
- Premium Golf Course Conditions

❖ **Develop increased food and beverage amenities**

- Upgraded and more robust menu highlighting some of Terre Haute's local favorites
- Expanded hours of operation to capitalize on potential new avenues of revenue
- Offer local craft beer at Hulman Links and other "hot button" items for the customers
- Expand Outing play through strategic marketing but not closing off play time available to residents

❖ **Work hand in hand with Terre Haute on:**

- Organization, implementation, timeline, and oversight of all capital improvements
 - o Clubhouse renovations
 - o Continuous cart paths
 - o Irrigation system

// 03 EXECUTIVE SUMMARY

Our vision and primary objectives for the future of Hulman Links and Rea Park.

Hulman Links and Rea Park are both unique and beautiful properties that have a lot of potential for growth. We strongly believe that both courses not only serve the community well, but can also be an integral part of the Park system and the Terre Haute Golf landscape. To reach the next level we will need to go ‘above and beyond’ the expectations of our guests. Today, we seek to meet or exceed those same objectives, and to that end, our proposal included some unique elements such as marketing for Junior PGA, First Tee, providing more fun for the next generation of customers. The bottom line is that we will never rest on our laurels and always seek excellence at both Hulman Links and Rea Park golf courses.

Here are some key components of our proposal:

❖ Continue to provide the citizens of Terre Haute with an exceptional outdoor recreational experience and facilities by providing:

- Championship Service
- Premium golf course conditions at a fair market price
- Developing the next generation of golfers by growing the game and making it FUN again by:
 - o Introducing PGA JR League
 - o First Tee of Indiana Programming
 - o Fling Golf
 - o Foot Golf
 - o Night Golf Events
 - o Introduce a Rewards Program
 - o Developmental programs for juniors
 - o Developmental programs for ladies

❖ Continue industry leading environmental practices such as:

- Wildlife and Habitat Management
- Chemical Usage Reduction and Safety
- Water Conservation and Quality Management
- Equipment Usage
- Outreach and Education
- Audubon Certification

❖ Develop increased food and beverage amenities

- Upgraded banquet facility, per a future capital plan
- Make both clubhouses more inviting inside
- Think “out of the box” to offer new items for kids and golfers

❖ Work hand in hand with City of Terre Haute on:

- Developing a short term and long term spending plan for Surcharge monies
- Expand on the long-range Capital planning for improvement at both facilities
- Research and develop a plan for a proposed new banquet facility..

CEO

Matthew C. McIntee
Cell: (312) 543-1737
mmcintee@greengolfpartners.com

NUMBER OF YEARS IN BUSINESS

Green Golf Partners LLC has been in business since 2011. Previous company, H.G. Golf Properties, was in business for 16 years before becoming Green Golf Partners.

COMPANY LOCATION:

Corporate Headquarters
1001 Cartersburg Rd.
Danville, IN. 46122
(317) 745-9004

GREEN GOLF PARTNERS OWNERSHIP PERCENTAGES

Matthew McIntee	37.03%
Michael Shaw	31.86%
Dave McDaniel	12.45%
Gordon Moebius	6.22%
Michael Leary	6.22%
Zack Vervaecke	3.11%
John Rader	3.11%

POINT OF CONTACT(S) FOR RFP:

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Operating Officer
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mmcintee@greengolfpartners.com
1001 Cartersburg Rd.
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INDIANA

TWIN BRIDGES GOLF CLUB
1001 CARTERSBURG RD
DANVILLE, IN 46122
PH: 317-745-9098



WAWASEE GOLF CLUB
12388 N. BISHOP RD
SYRACUSE, IN 46567
PH: 574-457-0224



THE CLUB AT MESHINGOMESIA
2225 LARGO RD.
MARION, IN 46952
PH: 765.664.3937



THUNDERBOLT PASS GOLF COURSE
6901 PETERSBURG RD
EVANSVILLE, IN 47711
PH: 812-426-2166.



IOWA

JESTER PARK GOLF CLUB
11949 NW 118 AVENUE
GRANGER, IA 50109
PH: 515-999-2903



BRIARWOOD CLUB OF ANKENY
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ANKENY, IA 50021
PH: 515.964.4653



FOX RIDGE GOLF CLUB
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PH: 319-989-2213



FLORIDA

BELLEVUE BILTMORE GOLF CLUB
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BELLEAIR, FL 33756
PH: 727-581-5498



CAPE ROYAL GOLF CLUB
11460 ROYAL TEE CIRCLE
CAPE CORAL FL. 33901
PH: 239-283-5522



WESTCHASE GOLF CLUB
11602 WESTCHASE GOLF DRIVE
TAMPA, FLORIDA 336266
PH: 813.854.2331



ILLINOIS

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2011 COBB BLVD
KANKAKEE, IL 60901
PH: 815.933.6615



DANVILLE COUNTRY CLUB
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DANVILLE, IL 61834
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KEMPER LAKES
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KILDEER, IL 60047
PH: 847-320-3450



EAGLE CREEK STATE PARK
2341 EAGLE CREEK ROAD
FINDLAY, IL 62534
PH: 217-756-5550



WISCONSIN

NEW BERLIN HILLS GOLF COURSE
13175 W GRAHAM ST
NEW BERLIN, WI 53151
PH: 262-780-5200



/ MUNICIPAL FACILITIES FOR SPECIFIC REFERENCE

THUNDERBOLT PASS GOLF COURSE (MANAGEMENT)

Evansville, IN.
2010 – Present

Thunderbolt Pass is an 18 Hole Championship Golf Course located in Evansville, Indiana. With a driving range, putting green, and short game area, we have everything the avid golfer needs to fine tune their game. Throughout our years of partnership with the Evansville Airport Authority we have transformed a tired and run down facility into one of the busiest golf courses in the metro area. The installation of wall to wall cart paths along with a new automatic irrigation system and pump station under our direction have come hand and hand with a dramatic improvement in turf conditions.



EAGLE CREEK GOLF COURSE (MANAGEMENT)

Findlay, IL.
2014 - Present

Eagle Creek Golf Course is located in Findlay, Illinois within the Eagle Creek State Park. Owned by the Illinois Department of Natural Resources, the Course is nestled in the heart of 34,000 acres of woods and prairies on the banks of Lake Shelbyville. This Par 72 course was built in 1989 and is fun for all ages. Offering a wide variety of challenges from your choice of FIVE different sets of tees including family and beginner friendly yardages, the course is a favorite of not only the locals but campers and day visitors to the park alike.



/ MUNICIPAL FACILITIES FOR SPECIFIC REFERENCE

NEW BERLIN HILLS (LEASE)

New Berlin, WI.
2011 - Present

Established in 1907, New Berlin Hills Golf Course is continually recognized as one of the premier Milwaukee area golf courses. This 18-hole public golf facility in Southeastern Wisconsin, located eight miles west of downtown Milwaukee, continues to be well-known among local golfers for its fast and challenging greens, excellent course conditions and quality customer service.



New Berlin Hills has hosted several state tournaments and has served as a qualifying site for the PGA Tour's Greater Milwaukee Open. New Berlin's visually striking and comfortable 5,000 square-foot clubhouse acts as an ideal setting to take in panoramic views of many of the picturesque golf holes while relaxing after a round with friends and family. Together, the golf course and clubhouse provide the perfect locale for a foursome, group or private party to enjoy an exceptional golf experience at one of the top Wisconsin Golf Courses.

JESTER PARK GOLF COURSE (LEASE)

Granger, IA.
October 2007 – Present

Jester Park Golf Course opened on the Fourth of July in 1971! We have recently been awarded one of the Best Places to Play Golf according to City view. Our course has always been and will continue to be one of the finest and best maintained golf courses in the state of Iowa.



Jester Park Golf Course has an 18 Hole Championship Golf Course and a 9 Hole Par 3 Executive Course. With four sets of tees on each hole, golfers can play to their ability without feeling over-matched on the 18 Hole Championship Course. If you don't have time for 18 and just want to play a quick 9, then our Par 3 Executive Course may suit you. The Par 3 Course is also a great place for all beginner golfers including the young junior golfers! Come join us for a round of golf and enjoy the beautiful countryside and an occasional glimpse of wildlife out at Jester Park!

/ MUNICIPAL FACILITIES FOR SPECIFIC REFERENCE

BELLEVUE BILTMORE GOLF CLUB (LEASE)

Belleair, FL.

2013 – Present

With a prestigious history steeped in tradition, the Bellevue Biltmore Golf Club is committed to the total golf experience. The club features a picturesque championship course, skilled PGA golf professionals and personal club service. Designed by world famous golf architect Donald Ross, the Bellevue Biltmore Golf Club has been an American favorite since 1925. With all that and more, the par-71 championship course has a reputation for its challenging shot making for the serious golfer but also offers a fun and forgiving layout for the weekend duffer. We pride ourselves in providing the very best conditioned public golf course in the Greater Tampa area but the Club also offers a variety of memberships to accommodate locals and snowbirds alike. Improvements have come fast and furious during our short tenure at BBGC. A whole course bunker renovation was completed in 2015 to the delight of our customers. At a cost of almost \$350,000, our level of commitment to the project has translated into tremendous customer feedback and increased rounds and revenue. In addition to our love of the game, we continue to be stewards of the environment by not only using reclaimed water on the golf course, but also in introducing new and innovative solutions to minimize water usage. By reworking irrigation watering patterns to group sprinklers based on need rather than location we have not only reduced our consumption significantly but also improved playing conditions from tee to green.



/ REGIONAL AND NATIONAL ACCOUNT REFERENCES

Clubhouse and Golf Operations`

Account

• ACUSHNET COMPANY	US00007840
• LOWES	9800 459193 3
• NIKE	393975
• VGM CLUB	010068
• VGM FINANCIAL	594972*



Food and Beverage

Account

• CHENEY BROS	60015298
• GFS	100070010
• PEPSI	9435386
• SAMS CLUB	6032 2025 3026 5223
• SYSCO	372011



Golf Course Maintenance

Account

• JOHN DEERE FINANCIAL	6003 3194 0106 5980
• RESIDEX	JES400
• TCF EQUIPMENT FINANCING	594972*
• D & K Products	JPGC1
• Zimco Supply Company	JES101



JOHN DEERE



RESIDEX



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SE Minnesota & Northern Iowa
Kaplan University
Mason City Country Club,
President
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Mason City, IA 50401
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NANCY FOSTER, FOUNDER

Foster Tourism Marketing
c: 727 492 4844
NFoster11@yahoo.com

// ORGANIZATION & MANAGEMENT

OUR MISSION:

Our mission at Green Golf Partners is to make golf and the golf business fun by creating a relaxed, enjoyable and forward-thinking atmosphere for our customers and associates, and by providing outstanding facilities and championship service at each and every one of our clubs. We will conduct our business in an honest and ethical manner with the highest regard for fiscal responsibility and environmental stewardship. We will respect our partners, honor our customers, and develop our associates. We strive every day to improve our performance, commit ourselves to having fun and conduct ourselves according to the highest standards of integrity and professionalism. We seek to make a meaningful contribution to the well-being of our community, our associates, our clients and the game of golf.



HISTORY:

Indianapolis based Green Golf Partners is one of the country's leading golf course management and development companies. GGP's projects include both public and private operations. Privately held, GGP has assembled the best talent available in the golf industry in order to ensure the highest quality product and service levels, while at the same time maximizing the bottom line financial performance at each of its properties. As this team has developed over the past 17 years, we've seen changes once thought impossible. The days of paper tee sheets and phone calls have been replaced by online tee times and mobile devices. These advances

have had a tremendous impact on the industry as a whole and our daily business operations. GGP has embraced these changes and we are committed to utilizing technology to benefit our clients, customers and associates.

The team at Green Golf Partners understands every aspect of your business because we all have a history in the business. From PGA Professionals to Superintendents to Beverage Cart Drivers, we have mowed, served and putt-ed our way through all aspects of the operation. So when we say we understand, we truly do! Building on its long heritage and experience in management and

operations, Green Golf Partners has spent the last decade focusing its efforts on the delivery of world-class management services for an increasingly broad array of third-party clients in a diverse number of national and regional golf markets.

***The team at Green
Golf Partners
understands every
aspect of your
business***

MATT MCINTEE

CEO, Partner

With over 25 years of industry experience, most recently as a Senior Vice President at Crown Golf Properties, Matt has seen and done it all. At Crown, he was responsible for the development and operation of every major management contract. As a testament to his standing among his peers, Matt is frequently quoted in trade publications and even the Wall Street Journal. An avid traveler, golfer and angler, Matt has missed putts and lost trophy-sized fish in 21 countries on 4 continents and in 36 of the 50 states.



DAVID MCDANIEL, CPA

Chief Business Strategist

Dave is the newest Partner at Green Golf Partners, joining in January 2017. Dave is a CPA, has been in public accounting for over 35 years, and continues as a partner in a regional CPA firm. He has spent his entire public accounting career working with business owners on tax and accounting matters, strategies to expand their business, and succession planning. Dave is no stranger to Green Golf Partners having been their outside CPA since their inception. In addition to his strategic management advisory role with Green Golf Partners, Dave will be working on a wide variety of financial topics including financial statement analysis, budgeting, business and tax planning and succession planning. Dave is an avid golfer so he brings a player's and club member's perspective to Green Golf Partners in addition to business analysis. Lucky for Dave, he gets to play more golf than the other partners combined!



MICHAEL SHAW

President & COO, Partner

Mike is unique in our industry in that he holds degrees in both Finance and Agronomy. Mike spent years refining progressive turf management techniques as a well-respected golf course superintendent. For the past 16 years Mike has served as the Director of Finance and CFO for both H.G. Golf Properties and Green Golf Partners before becoming President and COO of GGP in 2016.



MIKE LEARY

SVP Finance & Administration,
Partner

Mike joined the Green Golf Partners team in 2012 after spending 7 years working with Matt McIntee at Crown Golf. Mike has a degree in Economics from the University of Dayton. From balancing budgets to predicting revenues and expenses, Mike has the financial aspects of GGP managed courses under control. Apart from his skills with numbers, Mike is super handy at GGP Headquarters when it comes to fixing garbage disposals, hanging pictures or pulling co-worker's vehicles out of the snow.



JOHN RADER

EVP Operations, Partner

As General Manager of New Berlin Hills Golf Course, John and his team had the privilege of joining Green Golf Partners in April 2011. John started his career at the century-old course in 1995 as a Pro Shop Attendant and has developed his knowledge and love of the game and business for the last 18 years. He has worked his way up to General Manager and is excited and honored to serve as Regional Vice President with Green Golf Partners.



GORDON MOEBIUS

SVP HR, Partner

Gordon brings many years of experience in HR as well as customer service to the team. Gordon developed a management training program for the fast growing ATA Airlines Inc. After retiring from ATA, he took his love of the game of golf behind the counter and worked in the Pro Shop at Twin Bridges Golf Club. During this time, Gordon was able to see the changing face of the golf industry and now lends his expertise to the ever growing Green Golf Partners. Gordon is fine tuning the policies and procedures to ensure a pleasurable work experience for all Green Golf associates.



ZACK VERVAECKE, PGA

SVP Operations, Partner

Zack joined Green Golf Partners in 2007 as Head Professional at Jester Park Golf Course in Granger, Iowa. Since then he has moved up the ranks to General Manager and Regional Vice President. His 15 years of industry experience from private and public facilities provide insight into the inner workings of today's ever growing PGA Golf Professional. Zack will be instrumental for bridging the gap between ownership and field personnel.





TOBY BONAR

Accounting Manager

Toby has been with the team at Green Golf Partners since 1997. Being a lover of the great outdoors, the progression to golf course management seemed inevitable. Toby eagerly accepts the organizational challenge required to handle the accounting responsibilities for numerous projects. She is a team player and works tirelessly to assure a professional experience for our customers and employees alike.



BRENDA SCHMELTZER

Payroll & Benefits Administrator

Brenda joined the Green Golf Partners team in March of 2014. As the company continues to grow, Brenda's knowledge and extensive HR background will provide much needed support to the growing number of associates. Brenda has worked in Payroll and Human Resources for over 15 years and works tirelessly to ensure policies and procedures are in place and adhered to.



JAMIE CLEMENTS

Accounts Payable Manager

After 11 years of teaching middle school math, Jamie joined the Green Golf Partners team in 2013. Jamie takes care of all of the "fun" stuff in the office including entering invoices, billing, AP and whatever else is thrown her way. Jamie keeps the staff at HQ on track and pointed in the right direction.



MIKE PACIGA

Midwest Agronomist Support

Michael Paciga is the golf course superintendent at Kemper Lakes Golf Club in Kildeer, Illinois: The site of the 2018 KPMG Woman's PGA Championship. He completed his undergraduate studies in horticulture at the University of Illinois-Urbana/Champaign in 2008 and received his Master's Degree in Turfgrass Management from Penn State University in 2013. He is currently working on his GCSAA certification. When Michael is not working at the golf course and preparing for next year's tournament, he can be found training for triathlons, enjoying time with his wife, daughter and son, or doing projects around the house.



WENDY SLONIKER

Midwest F&B Support

With 25 years in the restaurant & hospitality industry and over 16 years of management experience, Wendy is celebrating her 10-year anniversary in the golf industry in 2017. Starting as the Bar Manager for New Berlin Hills Golf in 2007, she quickly advanced into the role of Food & Beverage Director where she successfully improved food cost by 6% in her first year and increased revenue over 40% since she began the position. With this success, she was able to transition into a liaison for food & beverage departments throughout Green Golf Partners and looks forward to being a pivotal role in the continued growth of the company.



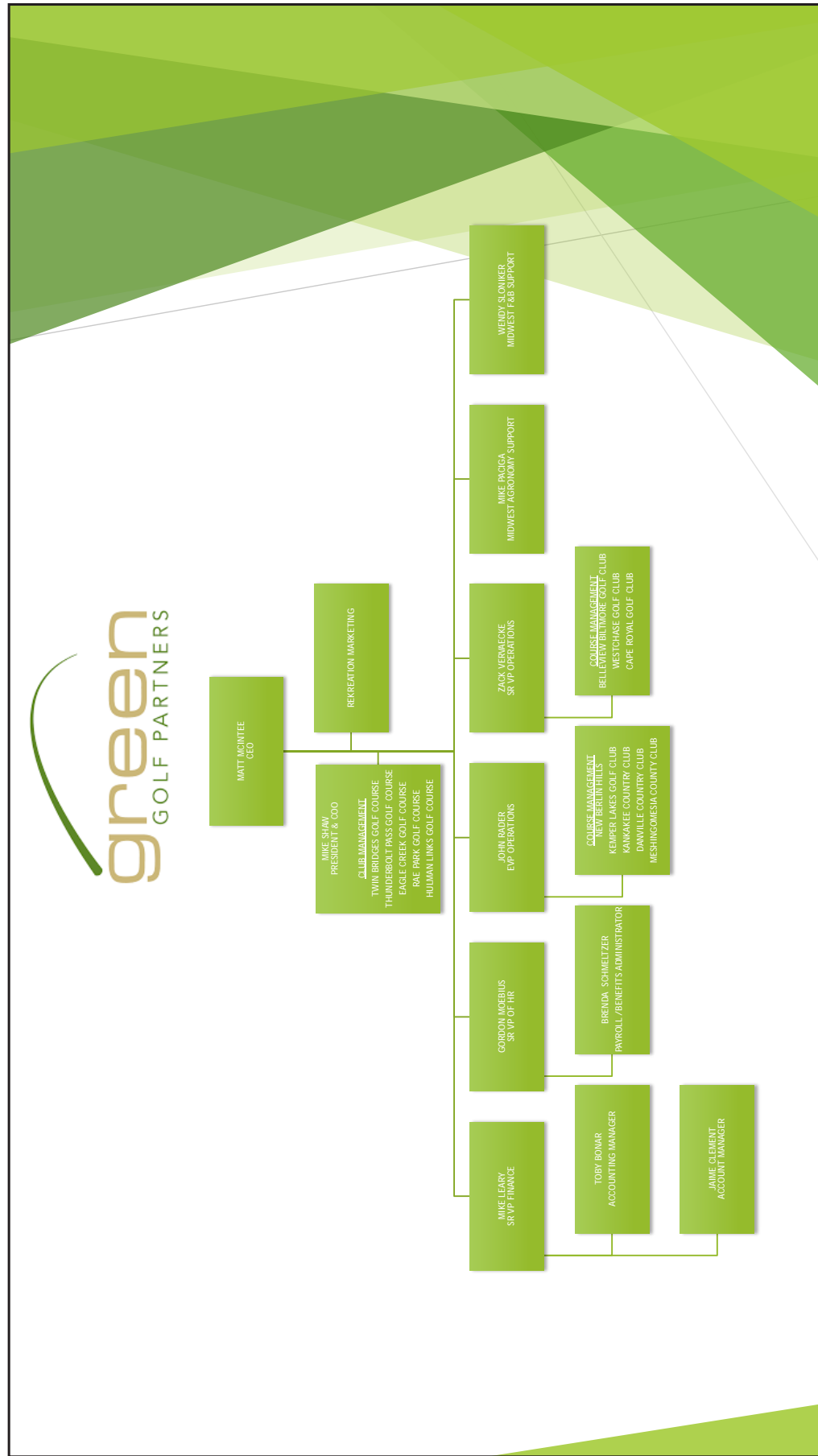
REKREATION MARKETING

Marketing Partner

Rekreation Marketing is a full service marketing firm that bridges brands with consumers through sports and recreational lifestyle activities. As a partner to Green Golf Partners, our goal is to create strategic, engaging and effective ideas to help the Green Golf Partners managed courses connect with consumers and grow their club business. We specialize in identifying, connecting and activating sports and recreational lifestyle consumers delivering against all marketing needs, from planning and creative development to program management and measurement.

/ ORGANIZATION & MANAGEMENT

GGP ORG CHART



MANAGEMENT SERVICES – EMPLOYEE PHILOSOPHY

Green Golf Partners surrounds itself with people who have a passion for excellence, a desire to provide the best golf experience, and a contagious enthusiasm for life. Put them all together and the GGP Team can't be beat! Great employees are the lifeblood of any successful company. Having the best employees in the golf business requires superior training, support and a healthy workplace. We believe we are the best employer in the golf industry.

Teamwork is the pathway to a great guest experience. Being a team player is one of the key ingredients to success. GGP associates work hard to make sure that each and every guest who visits one of our properties leaves having had the best golf experience we can provide.

In order to achieve this high standard our management team strives to make our associates our most important asset. We realize that they bring the values of GGP to the front line each and every day. We have developed a training program called Championship Service which is introduced to all associates at all properties. Our main goal of Championship Service is to create a memorable experience and build sustainable businesses.

When we acquire a new golf course facility we hold associate meetings where our Handbook and Job descriptions are introduced. Because GGP takes pride in the quality of our associates we interview each new associate and through Championship Service training we indoctrinate them to the GGP family. We give each new associate the opportunity to be an asset to the GGP way of business and customer service. Using this philosophy as we acquire new properties we have been able to retain most, if not all, current associates.

The GGP Company Philosophy is that we work for our people!

MANAGEMENT SERVICES – TRANSITION PLAN – SCHEDULE

Overview

As manager Green Golf Partners essentially assumes responsibility for the successful execution of all aspects of the Course operation. While we are retained as an independent contractor, we report directly to the City and are charged with the implementation of all agreed upon plans. We will work diligently to understand the goals for the Course and present the City with any alternative strategies that may be of value. While the City at all times retains final decision making authority over strategic issues, we approach all management projects as if it were our capital at risk and will work to insure the validity of any and all assumptions.

We act as the employer for all on-site staff, relieving you of this burden. We recruit, hire and train all employees. We handle all payroll administration, employee benefits coordination, tax reporting, and worker's compensation per an approved operating budget and are reimbursed for these expenses. Payroll is managed centrally through an electronic transfer and approval process that give us greater security measures than those typically found at a stand-alone golf Course. We will provide you with a sample management agreement that outlines the mechanics of this process in more detail. We would anticipate hiring all of the current golf Course employees subject to a pre-transition review with you to assess any strengths or weaknesses to date. We also assign a regional vice president to the project whose payroll costs are born solely by Green Golf Partners.

Green Golf Partners will prepare an annual business plan that includes the following:

- Detailed departmental operating budgets.
- Comprehensive staffing and compensation plans including detailed scheduling and man-hour analysis.
- Marketing plan to include advertising, CRM and database management, social media, public relations, direct sales and collateral material programs.
- Annual capital improvement and equipment replacement plan.

Furthermore, we provide the owner with monthly written reports that will include current period and year to date revenues and expenses, Course-level balance sheet, statement of cash flows for the current period and year to date, and a comparison of same to the approved budget. In summary:

- Green Golf Partners manages the operation of all on-site retail, food and beverage and member management computer systems and makes recommendations to the City regarding such.
- The planning and execution of the entire golf operations program including the golf service program including:
 - Golf car operations
 - Driving range
 - Instruction programs including any camps or clinics
 - Tournament and special event management plan
 - Manage and operate the retail merchandise program.
- The planning and execution of all areas of the golf course maintenance program.
- Oversight and maintenance of the Clubhouse facility and all related amenities including the pool.
- We actively seek and make available any volume purchasing or discount opportunities that may be available to Green Golf Partners. In this area we always look to the best interest of the individual facility on a case by case basis.

MANAGEMENT TRANSITION PLAN TO ACTIVE OPERATIONS

PLANNING PHASE

- Be available to participate in Client's project planning meetings to help develop overall business strategies for the Courses.
- Work with Client to develop a preliminary transition timeline and critical path for takeover of Course operations.
- Create and execute a comprehensive market survey and competitive analysis to assist in development of strategic business plan for the Course.
- Create and deliver to Client a preliminary budget and plan for staffing, golf shop, food and beverage and golf course operating expenses.
- Review existing Course rules, regulations and policy program and recommend appropriate modifications.
- Development of a preliminary marketing plan for Client review.
- Review and reconcile all existing golf course deposits, gift certificates and similar outstanding liabilities and related pre-paid amounts.

TRANSITION & TAKEOVER PREPARATION PHASE

- Develop and execute employee transition plan including wage reviews, job descriptions, agreed upon background checks, and related tasks.
- Coordinate all cash handling and banking procedures.
- Conduct employee information meeting and orientation programs.
- Design and implement all employee benefit plans and programs.
- Implement all payroll processing policies and related recording keeping programs.
- Procure institute worker's compensation insurance plan.
- Help coordinate various risk management and related insurance requirements with owner.

- Prepare comprehensive employee training programs in the areas of work place conduct, sexual harassment and non-discrimination policies.
- Plan workplace safety audit and related safety training programs.
- Communication and follow-up with all key customer groups including local government and civic associations.
- Prepare detailed year one capital equipment plan and five-year contingency schedule for owner's review.
- Transfer of all security programs, lock and key systems, safe combinations and related items.

PRE-OPERATING PHASE

- Finalize 2018 annual business plan with detailed departmental operating budgets tied to agreed upon goal and operating objectives.
- Implement and train all staff in all on-site and corporate accounting systems.
- Implement appropriate statistical operating, revenue and flash reports.
- Review and finalize all agronomic and related golf course maintenance plans for the year along with detailed schedule of major fertilizer and chemical applications and related activities.
- Evaluate and recommend ongoing golf car fleet maintenance program.
- Design and implement direct sales program including outing, tournament and league sales plan.
- Finalize overall marketing plan with review of accompanying advertising and public relations plan.
- Meet with owner to review and coordinate all required accounting, cash management and related financial reporting systems.

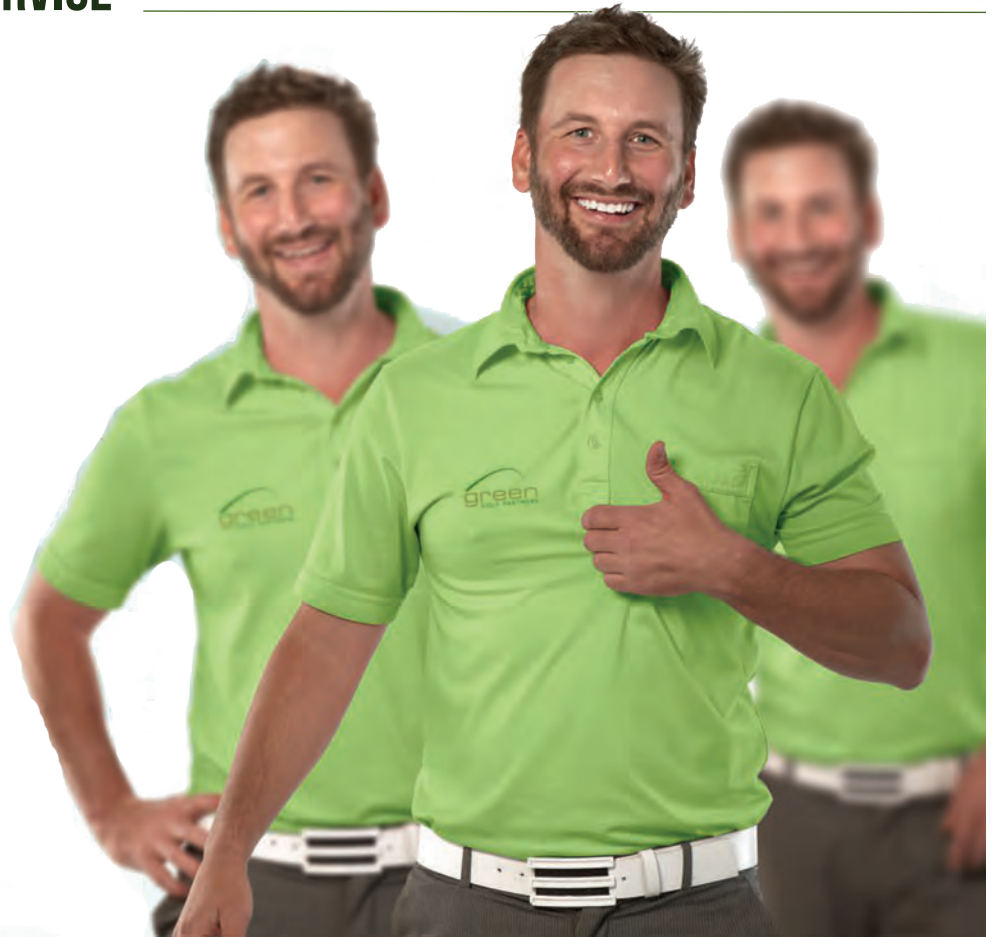
ACTIVE OPERATIONS PHASE

- Ongoing recruitment, training and management of all on-site staff needed to execute to ongoing operations of the Course.
- Oversight and execution of the golf operations program including coordination of the professional staff program, outside service area, driving range, golf car fleet, tournament and special event programs, and instruction programming.
- Oversight and execution of all areas of the golf course maintenance program.
- Oversight and execution of the food and beverage grill and banquet operation.
- Ongoing refinement and execution of the Course's sales and marketing programs.
- Ongoing management of all employee payroll systems, benefit plans, and training and professional development programs.
- Ongoing management and execution of all accounting, cash management and reporting activities related to the Course operations.
- Oversight and execution of all approved capital repair, replacement or agreed upon improvement plans.
- Begin planning process for 2019 business plan for client review.
- Attend regular client meetings to review ongoing operational results and recommended adjustments to plan.

TRANSITION PLAN -- SCHEDULE

PHASE	TIMING
1. Planning Phase	September 2017
2. Transition & Takeover Preparation	October / November 2017
3. Pre-Operating	December 2017
4. Active Operations	<u>January 1, 2018</u>
5. Active Operations Internal Review	May 2018

Welcome to **CHAMPIONSHIP SERVICE**, a Green Golf Partners 'Customer Service Program'. This program is designed to assist the entire GGP staff in embracing the mission and values of our organization. Our objective is to bring the 'FUN' back to the game of golf and to provide superior facilities and Championship Service at each and every property. We want to be the clear choice for customers, employees and clients in every market, and to go **ABOVE and BEYOND** what is normally expected.



**Our service culture focuses on developing positive behaviors.
To be a Champion we must deliver:**

- Every Employee
- Every Guest
- Every Time!

This program was designed with three goals in mind:

1. To provide a simple and straightforward method to improve their interactions with customers, members, clients and each other.
2. To provide team members with the tools and techniques needed to provide a level of customer service that is ABOVE AND BEYOND what is normally expected and required, and may not only apply at work, but in every interaction they have with people.
3. To create a platform that we can use to improve our service, build upon our success, create loyal employees, guests and clients, and evaluate our progress.



Why Did We Design Championship Service?

We know that our guests have many choices for golf, and believe that over the last 10 years the business of golf has become 'commoditized'; that is to say that guests care more about price than anything else. Championship Service was designed to help offset the perception that only price matters. It focuses on a broad array of elements that will motivate our guests:

1. To feel welcome and comfortable
2. To be recognized and acknowledged
3. To relax in a clean and organized environment
4. Timely service
5. To enjoy a good product at a fair price

By focusing on more than price, creating a memorable environment and bringing the 'fun' back to golf we will deliver Championship Service and build sustainable businesses.



Green Golf Partners and our highly qualified PGA Professionals are committed to helping grow the game of golf. We believe that the future of the game needs growth and have been making this a priority to promote the game to the future of its well-being; juniors. We are continually trying to improve all of our programs at all our facilities and will always strive to give back to the game and develop the next generation of golfers.



The Iowa PGA Swing with Kids program, introduced in May of 2011, is one of the most ingenious attempts to grow the game in the past 5 years. The vision for the Iowa PGA Foundation Swings with Kids program is “Helping

kids excel by introducing them to the life skills that the game of golf provides”. These life skills include character, honesty, integrity, respect, perseverance, and cooperation. Our goal is simply for children to “try golf”.



Both kits feature specialized equipment designed for children, making golf accessible, safe, and fun! The kits also come with a complete curriculum for PE teachers, including daily activities and instruction techniques. The curriculum is designed to be all-inclusive, making it easy for PE teachers to learn and implement, even if they have little-to-no golf experience.

We also envision the involvement of local PGA professionals as a resource for the PE teachers. There are opportunities for field trips or events at local golf facilities.



One of the primary reasons the Iowa PGA Foundation chose the Tri-Golf and Golf Xtreme equipment is that it is high-quality equipment and curriculum at an affordable price. Since PE classes share equipment, each school generally only needs 1 bag. Many school districts do not have enough of a PE budget to purchase the equipment for their schools. Iowa PGA Professionals are working within their communities to raise funds for the Swings with Kids program, however the school districts that do not have a local PGA Professional, need your help. The Iowa PGA Foundation does not want a lack of funding to be the reason why golf cannot be a part of PE curriculum.

Terre Haute could have one of the largest and best Junior Programs in Indiana. New Berlin created one of the best and largest in Waukesha County in one year.

Below is an article published in a tee times golf publication about what we did at New Berlin Hills in 2016.

Green Golf Partners has one of the largest growing junior programs in the Midwest. There are many opportunities available throughout the season and even the winter.

Summer (June-August) – Hosting PGA Junior League Teams this year. PGA Junior League Golf is a fun, social and inclusive opportunity for boys and girls age 13 and under to enjoy the game of golf while being competitive against other local club teams.

Summer (June) – Annual junior golf camp. Golf instruction will be provided by our professional golf staff. Instruction will be based on grip, stance, swing, posture, rules and etiquette.

All year long – Kids Play FREE. Many of clubs are offering free golf for junior 15 years and under after 6pm on weekday and 4:30pm on weekends.

Green Golf Partners has initiated the “Junior Drive Program” focused on promoting the game of golf. Every GGP facility will have junior leagues, tees, scorecards and “Kids Play Free” program.



Terre Haute Golf Junior and Family Tournaments

Terre Haute Junior Father/Son & Parent/Child Tournament would be a fun couple of events to involve families. Junior golf is not just the goal. Getting families to get out together and enjoy golf is the goal.

Night Golf is a fun event to catch kid's attention. Play golf with glow in the dark balls and see the course lite up! Tons of fun that families can do this together during the summer.

JUNIOR GOLF

Junior Golf Camps:
GGP holds Junior Golf Camps throughout the entire summer months. The program consists of 4 separate weeks of camp starting in June for kids ages 7-15 and 2 weeks of camps for kids ages 12-17. This year we had 115 participants.

Junior PGA League:

The Junior PGA Junior League is a huge national Junior Program which allows kids to compete as a team against other courses in the area. In 2015 we began and had two full teams participate in the program (24) players. This year we were only allowed to have one team involved in the league and we filled that plus another 12 kids that took part on their own team against each other.

Private & Group Lessons:

We have 3 golf professionals on site that are qualified to teach individuals of all ages and abilities. We offer individual or group lessons, clinics, club fittings, and club repair.



Introducing new players to the game is the most important issue for long term success in our industry. In addition to generating additional revenue from the practice/learning facility, these new golfers are more likely to continue to frequent the golf course where they are first introduced to the game and adding revenue in years to come.

ENVIRONMENTAL IMPACT

Chemical Usage Reduction and Safety:

In addition to applying responsible IPM (Integrated Pest Management) strategies to our maintenance operations, we will implement the usage of new technologies that lessen impact on the pollinators. It has been shown that a new insecticide, Acelepryn, has greatly reduced the risk of damage

to bee colonies. Acelepryn will replace the industry common, Merit, in our annual insecticide program. Acelepryn is not only a great substitute for Merit in terms of preserving the pollinators, but it is also a much safer product to our environment as a whole.

In addition, herbicide treatments that damage pollinators will be applied in such a man-

ner as to minimize detrimental impact. Appropriate timing, threshold monitoring, and mowing schedules will all be considered.



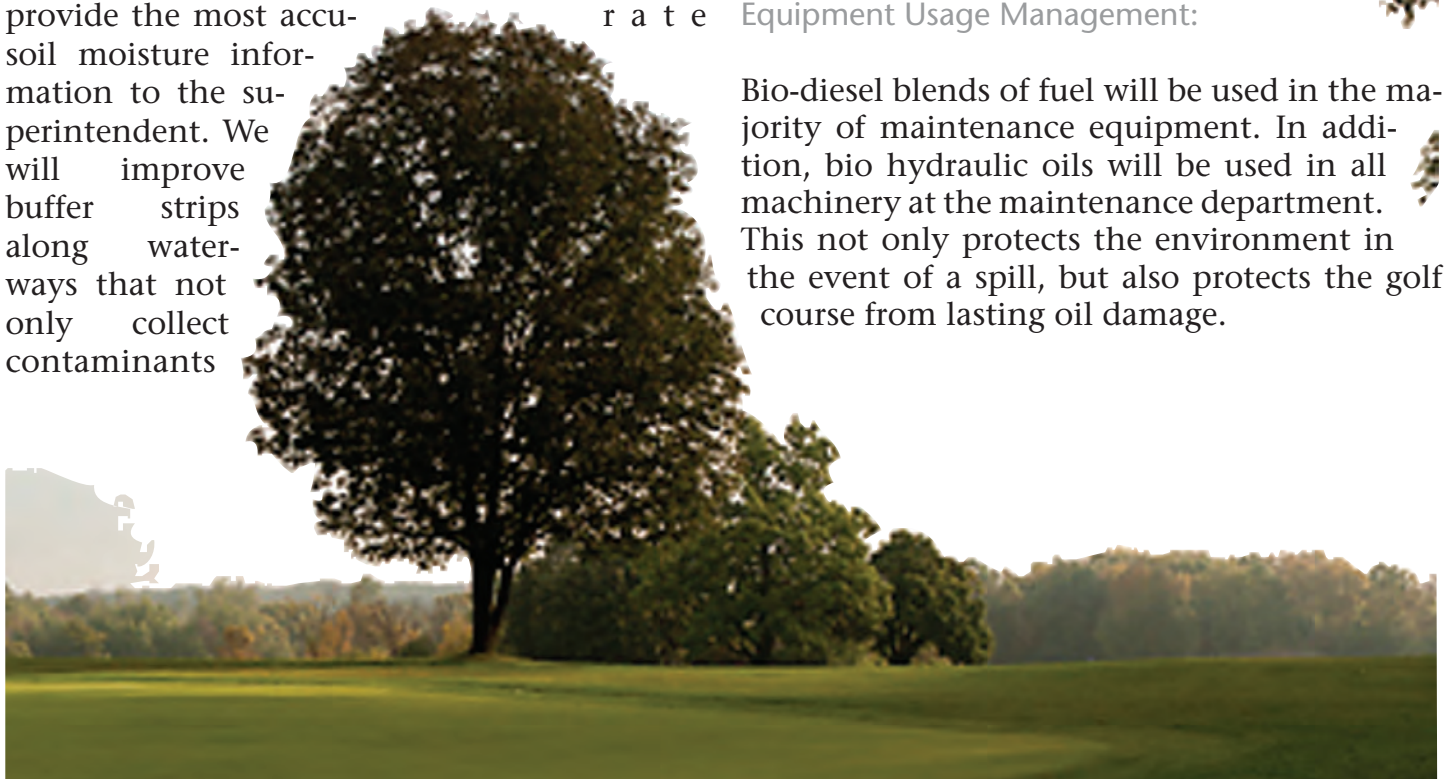
Water Conservation/Quality Management:

The irrigation system will be re-evaluated and upgraded, as needed, to eliminate non-target watering such as cart paths, naturalized areas, and water bodies. Soil moisture meters will be used to trigger necessary watering demands. These devices use technology to objectively determine soil moisture levels that provide the most accurate watering rate. The soil moisture information to the superintendent. We will improve buffer strips along waterways that not only collect contaminants

before entering our waterways but also develop the golf course with a naturalized appearance. Pond algae will be controlled utilizing aeration, bio-controls, and minimizing nutrient runoff. These practices will greatly reduce or possibly eliminate the usage of synthetic heavy metal algaecides.

Equipment Usage Management:

Bio-diesel blends of fuel will be used in the majority of maintenance equipment. In addition, bio hydraulic oils will be used in all machinery at the maintenance department. This not only protects the environment in the event of a spill, but also protects the golf course from lasting oil damage.



Outreach and Education:

This is one area that is of great importance to our community and environment. The actions we take to improve our section of environment can be increased many times over upon educating our guests and the youth that will make up the new generations. To accomplish outreach and education we will work with community

educators to assist with field trips and class visits during off-peak season. We will set up education days that will provide our guests with current environmental event information. Lastly, we will provide fun, informative signage/information stations around the property that will provide a seamless feel between the city of Terre Haute and the golf course.



THIS IS AN EXAMPLE OF WHAT WE LIKE TO DO AT MOST OF OUR COURSES.
IT IS IMPORTANT TO US THAT WE ARE PART OF THE
AUDUBON COOPERATIVE SANCTUARY PROGRAM FOR GOLF.



WE WOULD DO THE SAME FOR BOTH COURSES.

Below is a description of procedures that will be used as it relates to the greens and grounds of both Hulman Links and Rea Park Golf Courses. These procedures maintain the highest quality golf course conditions GGP is recognized for.

ALL GREENS:

- ☆ Will be mowed as needed, typically daily during peak season, at heights ranging from .115"-.130" as weather allows.
- ☆ Ball marks and divots will be repaired daily during peak season.
- ☆ Pin locations to be moved on a typically daily basis as play dictates.
- ☆ Verticutting and topdressing will occur at intervals of 4-6 weeks to promote playability and turf health. It will be postponed during high stress weather, 85+ degrees and dry.
- ☆ Spring and fall Aerification and topdressing, which will consist of either harvesting a core or performing a solid deep tine to promote improved soil structure.
- ☆ A mid-season needle tine Aerification to allow root venting, water penetration, and nutrient uptake for plant health during summer stress.
- ☆ Fertility program to be developed and monitored from year to year based off soil sample analysis. This program will consider both turf health and playability. Minimums will be as follows: ½ lb. Nitrogen June, July, August. 1 lb. September and dormant season. Apply minimum 2 lbs. of Nitrogen per 1000 sq. ft. per year.
- ☆ Chemical applications will be made, as appropriate, in coordination with strict IPM strategies . This includes things such as; weather monitoring, pest/pathogen identification, and host plant health. Targeted chemical applications to promote plant health, playability, and protect against disease, insects, and weeds will occur on both a scheduled and "as needed" basis.

ALL TEES AND FAIRWAYS:

- ☆ Mowing heights will be maintained from .350"-.500" as weather conditions allow.
- ☆ Divots will be filled on both tees and fairways from 2-3 days per week.
- ☆ Tee markers moved as play dictates, typically daily.
- ☆ A fertility program that targets plant health based off soil sample analysis. Minimums will be as follows: ½ lb. Nitrogen June, July, August. 1 lb. September and dormant season. Apply minimum 2 lbs. of Nitrogen per 1000 sq. ft. per year.
- ☆ Chemical controls of weeds, insects, and diseases will be applied as deemed necessary, at or below threshold levels for play, following generally accepted IPM strategies.
- ☆ Aerification of a solid deep tine or core harvest to take place (1) times annually.

ROUGHS:

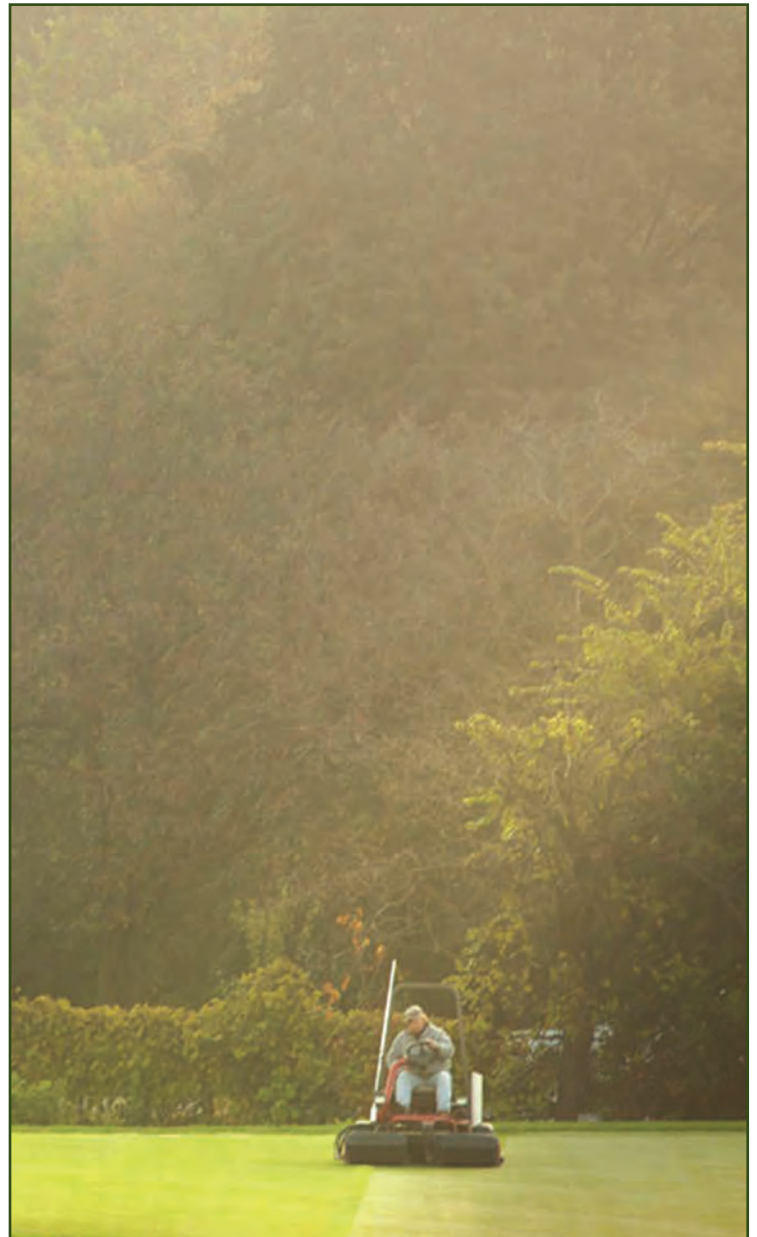
- ☆ Will be maintained at mowing heights of approximately 2", mowed as often as weather and play dictate.
- ☆ Fertilization every fall with three quarters to one pound of nitrogen per thousand square feet to promote plant health and recuperation. Minimums will be as follows: ½ lb. Nitrogen June, July, August. 1 lb. September and dormant season. Apply minimum 2 lbs. of Nitrogen per 1000 sq. ft. per year.
- ☆ Chemical applications to control weeds and insects to take place if it is deemed to affect play adversely, otherwise broadcast every 2 years, spot treat annually.

IN GENERAL:

☆ The irrigation requirements for the property will be based off field analysis using historical and technological data. Moisture levels will be monitored both physically (soil probe) and with a soil moisture meter. Moisture levels will be monitored to not only promote plant health but to also manage playability. The determined timing and amount of watering will also be analyzed to achieve the best results as it relates to its effect on pest management.

☆ Annual seeding, if required, will ideally be performed in the fall. This is the best time for seeding, as the weather and weed competition levels are at their best.

☆ Naturalized areas will be rejuvenated with certain flowering plants to promote habitat and energy sources for our pollinators.



HULMAN LINKS

We see the ability to use and grow both courses revenue source through daily food and beverage business.

1. We would first poll our guests. What do they like? What do they want?
2. Get creative to introduce fun new items.
 - a. Change beverage options but always hearing the guest and keeping local favorites
 - b. Have seasonal beverages and specials on the menu
3. Focus on bringing in high quality food & beverages without increasing price to our guests.
4. Focus on highest level of service.
 - a. Make sure food and beverage service is available to our guests when they want it
 - b. Expand service to players while they are on the course.
5. Making the clubhouse the most fun, inviting, clean environment in Terre Haute.

We have experience in remodeling and building new clubhouses that allow operations to be efficient. The amenities, along with a great golf course, is part of the positive overall view of an operation. While F&B can be a drain on operations, we have been able to be highly successful keeping F&B a vital revenue stream for our clients. Make no mistake, an efficient, multi-use clubhouse brings highly added value to an operation that is needed to succeed.



HULMAN LINKS & RAE PARK

- a. We would also like to do a survey to determine whether or not alcohol sales in the clubhouse and on the course at Rea Park is viable. This would increase the profitability of the food & beverage operation and increase participation on the course.

POINTS OF F&B SUCCESS

- **#1 is always Service** - The ability to serve guests at every level determines the level of success an operation will have. Our Championship Service is the tip of the spear to guiding that with all our facilities.
- **High quality items** - Think of your experiences going into a northern Wisconsin small bar. It maybe nothing to look at outside but what brings you in or gets you back? Quality food and drinks! We evaluate all our menus and menu item quality several times a year. A big part of that is feedback from our guests. The point is, we never rest and always look to improve.
- **Creative items** - It doesn't mean crazy menu items that no one has ever heard of. It means good local favorites along with weekly, monthly and seasonal specials. Take a burger, add options and make it something special. Listen to your guests! They tell you what they want.
- **Atmosphere** - Creating a clean, bright and inviting atmosphere that sells your venue and makes guest want to stay.
- **Create Value** - The basis of everything we do is to make our guests happy, treat them well and make them feel like they got a great value for what they purchased. Value = High Quality Service + High Quality Product + Fair Price. Our philosophy at GGP is not to price gouge. We want to set pricing that allows guests to get a great value. F&B is an important part of that.



Below are a few examples of successful menus we developed for a couple of our municipal facilities much like Hulman Links. We would like to focus on developing a successful menu, listing to the guests and see what they want.





Welcome to Jester's Pub and Grill
"Nothing fancy, just good quality ingredients made with love."

CONCEPTUAL "NEW MENU ITEMS"

APPETIZERS

Chicken Wings – 8 Jumbo wings lightly floured or naked tossed in your favorite sauce. Hot, Medium, Mild, Honey BBQ, Sweet Chili, Teriyaki, or Garlic Parmesan

Beer Battered Mushrooms – Served with creamy horseradish sauce, ranch, or cheese sauce.

Chicken Parmesan Bites – Shredded chicken breast and fresh mozzarella cheese encrusted in panko bread crumbs and then fried to perfection. Served with marinara sauce.

SALAD

Not-Your-Momma's Salad – Ham, Turkey, Swiss, American, Parmesan cheese, lettuce, tomato, cucumber, red onion, and black olives tossed in our house made balsamic and creamy Italian dressing. Your idea of a salad will never be the same after having this one.

Caesar – Crisp Romaine, Parmesan cheese, croutons and tossed in our Caesar dressing. Add chicken if you would like.

SANDWICHES / BURGERS / WRAPS

Late Night Slider – Two 3 oz. patties hand mixed with special in house ingredients served on two mini rolls. This late night classic will have you second guessing where you are eating.....Note: we will not serve these in box shaped like a briefcase.



Welcome to Jester's Pub and Grill
 "Nothing fancy, just good quality ingredients made with love."

CONCEPTUAL "NEW MENU ITEMS"

SANDWICHES / BURGERS / WRAPS

Maple Bacon Cheddar Burger – ½ pound Angus ground beef cooked to order served on a lightly butter toasted roll with bacon, lettuce, tomato, grilled onion, & choice of cheese.

1/2 Pound Breaded Pork Tenderloin – 8 oz. center cut pork loin, tenderized, soaked in buttermilk, lightly seasoned, hand breaded, and then deep fried to perfection served on a lightly toasted bun with lettuce and tomato.

Maytag Patty Melt- Swiss, Caramelized onions and bacon, may tag bleu cheese dressing (to replace the thousand or Russian)

Focaccia BLT- thick cut bacon, vine ripe tomatoes, butter lettuce, whole grain mustard aioli mixed with la quercia n'duja on focaccia bread.

Italian Turkey Club Wrap- field greens, tomatoes, red onion, basil, Asiago, garlic aioli, bacon and sliced turkey rolled up in a soft flour tortilla.

BBQ Chicken Salad Sandwich- hickory smoked chicken, onion, celery, sweet BBQ sauce, and mayo served on a lightly toasted bun.

ALL NEW JESTER DOG - Bacon wrapped hot dog with fried mac n cheese.

Beer Battered Fish Sandwich - Beer battered cod with locally brewed Confluence beer.

House-made Potato Chips – Salt & Vinegar, Barbeque, Jalapeno, and House Seasoned.

Breakfast Burrito – Hash browns, scrambled eggs, bacon, sausage, onion, green pepper, served with salsa.

New Berlin Hills



BUILD-YOUR-OWN BURGER \$8

SERVED WITH LETTUCE, TOMATO, RAW ONION, CHIPS & A PICKLE.

CHOOSE YOUR PATTY:

*1/3lb pound Angus Beef Patty or Red Quinoa Vegetable Patty

CHOOSE YOUR BUN:

Kaiser roll, whole wheat bun, onion bun.

CHOOSE YOUR CHEESE:

American, Swiss, Muenster, Cheddar, Pepper jack, Gorgonzola, Goat cheese

CHOOSE YOUR TOPPINGS:

Sauces-choose one (additional sauces \$0.50 each):
Buffalo sauce, Caribbean, Ranch, Salsa Ranch, Bleu Cheese dressing, creamy pesto, BBQ, Parmesan garlic, honey garlic, honey mustard, salsa and teriyaki glaze

\$0.50- Fried onions, mushrooms, jalapenos, fajita peppers & onions, sour cream, French onion spread

\$0.75- Roasted red peppers, guacamole, Monterey Jack sauce

\$1.50- Bacon, Ham, BBQ pulled pork

Featured Burger of the Week:
\$8.50

ALL SANDWICHES, WRAPS & BURGERS ARE SERVED WITH POTATO CHIPS & A PICKLE. SUBSTITUTIONS: SOUR CREAM & CHIVE FRIES \$1.50, COLESLAW \$1, BATTERED ONION PETALS \$2, SWEET POTATO FRIES \$2

SANDWICHES

DELI SANDWICH \$5.50

Ham or turkey with lettuce, tomato, & muenster on your choice of sourdough, wheat or marble rye bread.

DELUXE DELI SANDWICH \$8.00

Ham, turkey, bacon, lettuce, tomato, muenster & American cheese on your choice of toasted sourdough.

GRILLED SAUSAGE \$4.75

Bratwurst, Italian sausage or all-beef hot dog.

BLT \$6.25

Bacon, lettuce & tomato on toasted sourdough.

*CHICKEN SALAD SANDWICH \$6.00

With lettuce & tomato on wheat bread.

THREE-CHEESE GRILLED CHEESE \$5.50

Cheddar, Swiss, & American cheese on buttery grilled sourdough. Add ham or bacon for \$1.50. Add tomato for \$.50.

*BBQ PULLED PORK \$7.50

Tender shredded pork w/Sweet Baby Ray's BBQ sauce served on toasted onion Kaiser roll.

FRENCH ONION MELT \$8.50

Thin sliced roast beef, melted pepper jack, fried onions & creamy French onion spread on a toasted onion Kaiser roll.

APPETIZERS

SOUR CREAM & CHIVE FRIES \$4.50
Basket of fries with ranch dipping sauce

SWEET POTATO FRIES \$5.50
Basket of fries with Cajun seasoning & creamy pesto dipping sauce

CHIPS & FRENCH ONION DIP \$3.00

BATTERED ONION PETALS \$5.75

***COCONUT SHRIMP \$9.50**
8 coconut shrimp w/sweet chili cocktail sauce

JALAPENO & CHEESE RAVIOLI \$5.25
8 breaded ravioli with salsa-ranch sauce

MOZZARELLA STICKS \$8.00
8 wonton wrapped sticks with marinara

BATTERED EGGPLANT \$6.50
Breaded eggplant strips with parmesan cheese & side of marinara

***BONELESS WINGS \$8.00**
10 breaded boneless wings tossed in your choice of sauce: BBQ, buffalo, parmesan garlic, honey garlic, Caribbean, or creamy pesto

***QUESADILLA \$6.50**
Flour tortilla with cheese, onions, sour cream & salsa. Add with your choice of chicken or bbq pulled pork for \$2 more.

***CHICKEN FINGERS \$8.75**
5 white meat tenders w/sour cream & chive fries. Served with choice of BBQ, ranch or honey dijon sauce.

FLATBREAD WRAPS

***TURKEY BLT WRAP \$7.50**
Sliced turkey, bacon, lettuce & tomato. Served with a side of ranch dressing.

***PESTO CHICKEN WRAP \$8.25**
Sliced Chicken breast, goat cheese, roasted red peppers, & tomato. Served with a side of creamy pesto sauce.

***CUBAN WRAP \$8.25**
BBQ pulled pork, ham, Swiss cheese & dill pickles. Served with a side of honey dijon sauce.

***ROAST BEEF PHILLY WRAP \$8.50**
Warm sliced roast beef, sautéed peppers and onions smothered in creamy Monterey Jack sauce.

TORTILLA WRAPS

***CHICKEN CAESAR WRAP \$7.50**
Sliced chicken breast, lettuce, tomato & parmesan cheese on a spinach tortilla. Served with a side of Caesar dressing.

***BUFFALO CHICKEN WRAP \$8.25**
Breaded chicken tossed in wing sauce, gorgonzola cheese, lettuce & tomato. Served with a side of ranch dressing.

***CALIFORNIA TACO WRAP \$8.50**
Seasoned chicken, lettuce, tomato, shredded Colby jack, fajita peppers and onions. Served with a side of guacamole and sour cream. Substitute ground angus beef for \$1.00 more.

***Featured Wrap of the Week \$7.75**

C/ MARKETING STRATEGY

For the future ahead, the BIG picture of the state of golf is overwhelmingly positive. Rounds played were up in 2015 for the first time since 2012, spectator numbers and television viewership increased, and participation in the PGA Junior Golf League has increased 233 percent since 2013. Golf's return to the Olympics and the US Open coming to Wisconsin has launched golf into the unique position to appeal to a wide range of ages and audiences.

GGP has made it a priority to innovate at a rapid pace and is committed to using technology and data to make smart decisions.

Our Terre Haute Golf Course marketing strategy is strongly based on the consumer. The golfers ability to tell the difference between very good and excellent is increasing all the time. Details begin to stand out. To that end, one of our initiatives at Hulman will be to include the rich history of Hulman Racing and the Indy 500. We will reach out to the family and the sport to include memorabilia throughout the property and an annual charity event which would include drivers and teams. This public event would garner a great deal of attention throughout the region and honor Tony Hulman's and his family's lifelong commitment of philanthropy and charity.

With a new email marketing platform we can further segment our consumers and deliver the right message to the right customer at the right time.

Our 2018 Marketing Strategy includes ongoing development of brand imaging, website development, email marketing, social media and digital marketing.

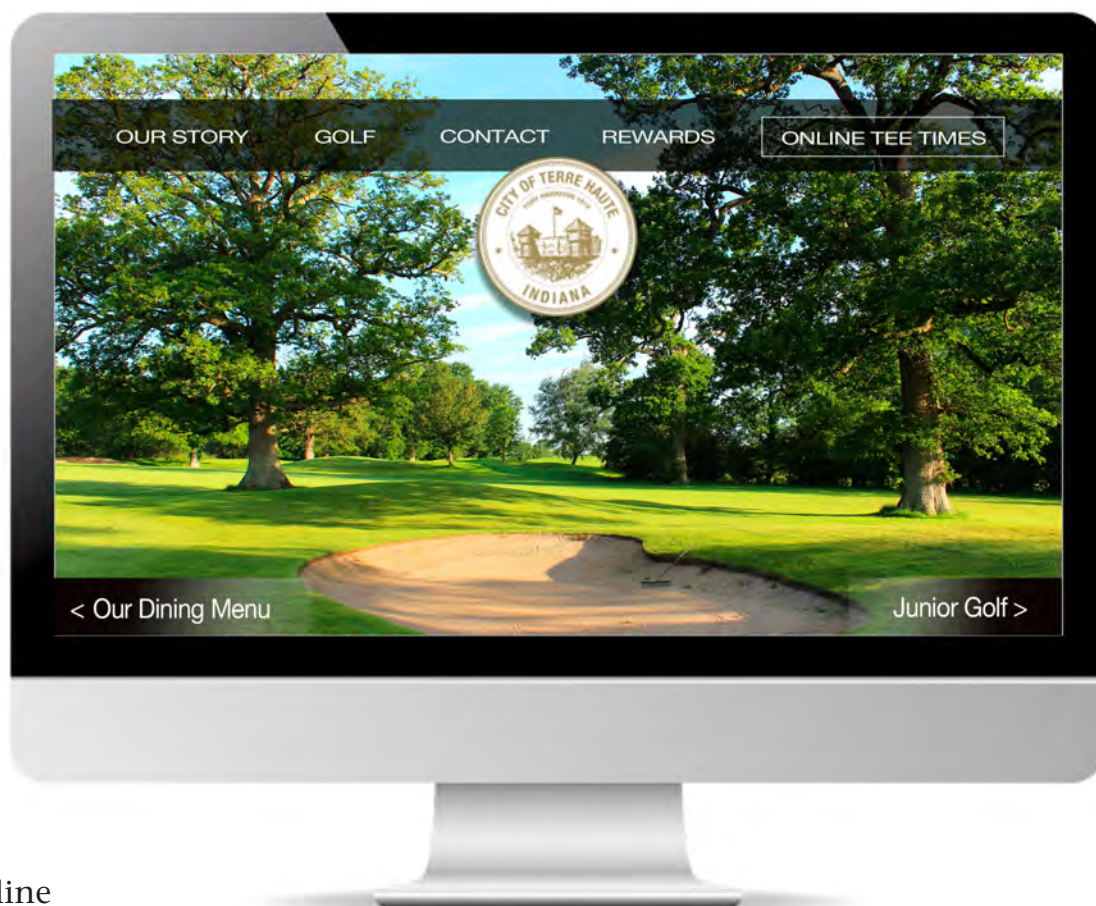


MARKETING / CHANNELS OF DISTRIBUTION

Terre Haute Golf Website:
www.TerreHautegolfonline.com

BRANDING/IMAGING

We want to brand the golf course, not GGP. We will create a new web page for each course and direct users to one site for ease of use.



Website Features:

- ☆ Book a tee time online
- ☆ Sign up for a Birthday Club
- ☆ Sign up for the Terre Haute Rewards Club
- ☆ Sign up for Special Events
- ☆ League Information
- ☆ Outing Information
- ☆ Expanded F&B Information

The new website will also include:

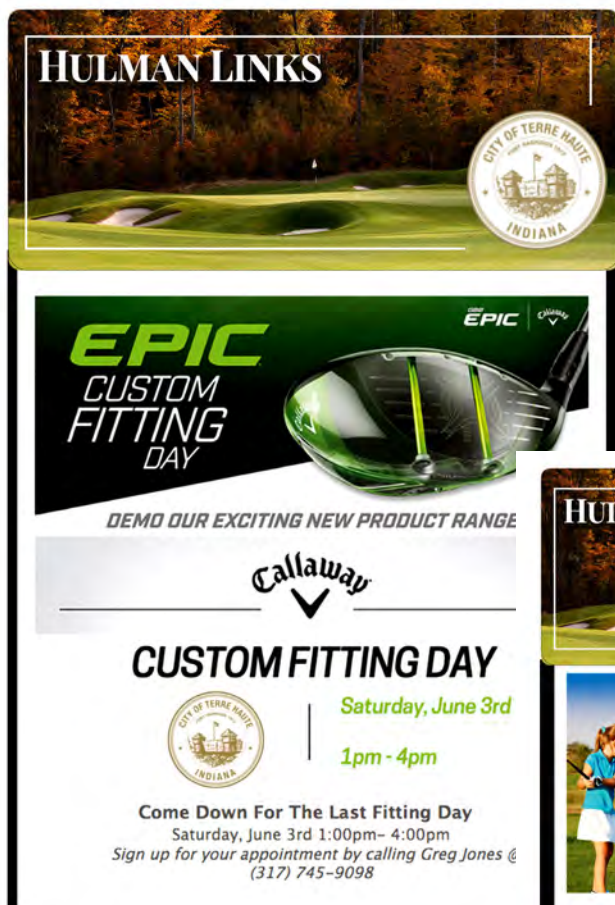
- Use either course photography or purchased images to improve look and feel to pages About Us, Rates & Fees, Events, Memberships etc.
- Events – Can create download-able content which could include; Contract, Brochure, YouTube video. etc.
- Improved navigation, golf course & event imagery.

EMAIL MARKETING *Proposed email platform for Terre Haute Golf – example below*

In April 2016, Green Golf began using a new Email Marketing platform provided by Constant Contact and or Mailchimp. As one of the most effective and efficient forms of marketing, Green Golf has established a consistent, competitive, and highly engaging email marketing program

Some of the immediate benefits from the new platform include:

1. Brand Credibility - People do business with people they know, like and trust.
2. Generate Calls - Email lets you reach the right person, with the right offer, at the right time.
3. Improve Communication - Keeping golfers informed and up to date.
4. Reach golfers on any device. - We know that **62% of emails are being open on mobile**
5. Look professional and increase website traffic. - Every newsletter has generated click throughs to book tee times.



SOCIAL MEDIA

There is an untapped resource never used at any of the courses.

We will utilize Facebook, Twitter and Instagram.

Short Term Recommendations

Fully utilize the platform to broaden market reach and establish a presence with online users who may “check-in” on site, share on-site photos, scores, events and most importantly increasing use of reviews.

- Empower on-site employees to engage with platform. Minimum post requirement.
- Encourage customers to leave a review on Facebook. Goal to have one review a week.

- Use the Event Tab to update golfers on Upcoming events.
- Currently no promotions, special offers/contests, trivia or notice of programming.



DIGITAL MEDIA // GOOGLE/SEM

We know that many of the Terre Haute Courses have previously engaged in Google Marketing (SEM) but could further drive a competitive advantage with an appropriate strategy around this marketing channel for branding & consumer activation.

Digital Media is a highly effective and targeted method to reach consumers who already have shown an interest and intent based on their online behaviors.



Short Term Recommendations

Based on Google search volumes over the past 12 months, and competitive search volumes by name, also over the last 12 months, there is opportunity for both courses to capitalize on the interest of golf in the territory.

- During the time frames April – September, with May and August as highest search opportunity months, we would be able to drive profitability for the existing 2000-2500 monthly searches that are conducted in the territory around golf and at specific competitive clubs in the area. Additional terms and interests will also be explored.

BROADCAST MEDIA

TV, Print, & Radio

Another opportunity to transmit information to the widest possible audience.

Short Term Recommendations

These methods work best when targeting the masses - broad demographics and large territory areas. If it is determined that the marketing strategy around

a specific club initiative could benefit from these channels, we would determine which brands are most appropriate for specific campaigns based on brand audience ratings, audience compositions, core demographics reached, as well as qualitative data that is available. Generally, these methods are more costly and often reach consumers that are outside of the club profile, due to the size of reach, but could certainly be explored for possible campaign sensitive needs.

MARKET ANALYSIS

While there are many concerns about the state of golf, Green Golf Partners is decidedly optimistic about the future of the industry over the next 10 years.

The benefits of golf still endure as a deeply relaxing recreational activity, within an aesthetic pleasing environment, amid opportunity for socializing and above all else, an ever challenging sport. Ease of access, conflicting family values and hard economics are all factors that Green Golf Partners are continually working to overcome at our facilities.

Green Golf Partners' focus on providing exceptional value at all our facilities, managing Pace-of-Play, dedication to Championship Service, and commitment to superior playing conditions will help ensure a healthy future for golf.

Several bright patterns have emerged in the golf industry including the JR. League PGA, which has seen significant growth over the past two years. As an entry ramp to golf, GGP's child-centric focus has contributed to more rounds played as the entire family becomes more involved in golf.

With the success of younger players on the PGA Tour, younger fans have adopted a more fashion & image conscious attitude than their older cohorts. They are more apt to engage in new media, particularly for booking tee times and purchase transactions.

GGP strives to adopt new innovations in technology to enhance the golf experience, recognizing loyal customers by providing incentives and rewards. Green Golf Partners has embraced customer customization by offering unique social opportunities and increasing the potential for retention.



Competitive Market Analysis 2017

Home Course:

Hulman Links

Ratings: 5-Excellent 4-Good 3-Avg 2-Below Avg 1-Poor



Course Name
Distance from Course
Type of Course

Marks Par 3	Idle Creek	CC of Terre Haute	The Landing	Rea Park
1.0 Miles	10.0 miles	13.0 Miles	16.0 Miles	11.4 Miles
Public	Public	Private	Public	Public

Course Info & Conditions

of holes
How many sets of tees
Course Rating
Slope Rating
Yardage
Par
Greens Condition
Fairway Condition
Cart Paths Condition
Flower/details on Course
Flowers/details around Clubhouse
Overall Course Condition

18	18	18	18	18
4	4	2	4	3
N/A	69.6 white	70.3 white	69.8 white	69.8 white
N/A	119	123	112	113
3,335	6,090	6,272	6,300	6,482
59	71	71	72	72
3	3	4	3	3
2	3	4	3	3
Not Paved				
2	3	4	2	3
2	3	5	2	3
2	2	4	3	3
2	3	4	3	3
Total Rating	13	17	25	16

Driving Range

Do they have one? Y/N
Grass/Mats/Both ?
Number of Stations
Condition of Tees 5-1
Night Lighting Y/N
Overall Quality 5-1

NO	YES	YES	YES	Yes
N/A	Grass	Bent	Bent	Rye
	3	4	3	3
	NO		NO	NO
	3	4	3	3

Clubhouse Information

ProShop Rating
Snackbar/Restaurant Rating
Banquet Area Rating
Overall F&B Rating
Overall Clubhouse Rating

2	2	3	3	3
2	3	3	3	2
0	3	4	3	1
2	3	3	3	3
Overall Clubhouse Rating	6	11	13	12

Service

Golf Shop Staff Rating
Outside Service Rating
F&B Staff Rating
Overall Service Rating

3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
Overall Service Rating	9	9	9	9

Competitive Market Analysis 2017

Off Season Rates

Walking/Riding

Weekday

	Marks Par 3	Idle Creek	CC of Terre Haute	The Landing	Rea Park
9 hole Non Resident		No offseason	No offseason	No offseason	No offseason
9 hole Non Res SR					
9 hole Resident					
9 hole Resident SR					
18 hole Non Resident					
18 hole Non Res SR					
18 hole Resident					
18 hole Resident SR					
Afternoon Twilight	\$12				
Evening Twilight	\$17				

Weekend

9 hole Non Resident					
9 hole Non Res SR					
9 hole Resident					
9 hole Resident SR					
18 hole Non Resident					
18 hole Non Res SR					
18 hole Resident					
18 hole Resident SR					
Afternoon Twilight	\$12				
Evening Twilight	\$17				

Peak Season Rates

Weekday

9 hole Non Resident			\$11/\$18	\$11/\$21
9 hole Non Res SR				
9 hole Resident	\$8/\$14		\$6	
9 hole Resident SR				
18 hole Non Resident		\$23/\$38	\$21/\$28	\$20/\$35
18 hole Non Res SR				
18 hole Resident	\$18/\$23		\$45/\$64	\$7
18 hole Resident SR				
Afternoon Twilight				
Evening Twilight				

Weekend

9 hole Non Resident			\$11/\$18	\$14/\$24
9 hole Non Res SR				
9 hole Resident	\$8/\$14		\$6	
9 hole Resident SR				
18 hole Non Resident		\$25/\$40	\$21/\$28	\$23/\$38
18 hole Non Res SR				
18 hole Resident	\$18/\$23		\$45/\$64	\$7
18 hole Resident SR		\$21/\$36		
Afternoon Twilight				
Evening Twilight				

Competitive Market Analysis 2017

Single Unlimited w/cart
Single Unlimited
Couple Unlimited
Couple Limited
Family Limited
Family Unlimited
Senior
Junior
20 Play Pass

None offered	\$1,600			
\$245			\$600	\$750
None offered				
None offered				
None offered	\$1,800			
None offered				
None offered	\$625/\$1,275			
\$145	\$250			\$300/\$200

Driving Range

Range (Y/N)
Small Bucket \$
Medium Bucket \$
Large Bucket \$
Other Size \$
Range Membership \$

NO	YES	YES	YES	YES
				\$5.50
				\$8
				\$14

Food & Beverage

Course

Executive style family-owned course for beginners that has been around for 50 years. Par 59. Course is known for friendly staff.	Built in 1996, golf course is surrounded by 300 lot Subdivision. Dawgleg Restaurant and Banquet Space for medium to large events.	Only private golf club in town. Nicest course in the area. Has been around over 100 years, includes fine dining, tennis and pool. Membership required to play.	Golf course is connected to a banquet and reception hall that overlooks the river. Also offers an 8-laned, private bowling alley. Direct golf competitor to Rea Park and Hulman Links.	Well maintained municipal course. Very wide open with small greens. Popular weekday with retired golfers.
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Terre Haute Golf Course 5 Year Rate Structure

Hulman Links

	2017	2018	2019	2020	2021	2022
Season Passes						
Adult Season Pass	\$750.00	\$750.00	\$750.00	\$800.00	\$800.00	\$850.00
College	\$300.00	\$300.00	\$300.00	\$325.00	\$325.00	\$350.00
Junior	\$200.00	\$200.00	\$200.00	\$225.00	\$225.00	\$250.00
10 Play Pass	\$320.00	\$320.00	\$320.00	\$350.00	\$350.00	\$375.00
Weekday 9	\$12.95	\$12.95	\$12.95	\$13.50	\$13.50	\$14.00
Weekday 18	\$23.95	\$23.95	\$23.95	\$25.00	\$25.00	\$26.00
Weekend 9	\$14.95	\$14.95	\$14.95	\$16.00	\$16.00	\$17.00
Weekend 18	\$24.95	\$24.95	\$24.95	\$26.00	\$26.00	\$27.00
Senior/Junior/College Rates						
9 Holes	\$9.95	\$9.95	\$9.95	\$10.50	\$10.50	\$11.00
18 Holes	\$19.95	\$19.95	\$19.95	\$21.00	\$21.00	\$22.00
<i>Afternoon Weekend 4pm</i>						
9 Hole	\$16.00	\$16.00	\$16.00	\$16.50	\$16.50	\$17.00
18 Holes	\$28.00	\$28.00	\$28.00	\$29.00	\$29.00	\$30.00
<i>New Evening Twilight</i>	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Cart Rates						
Season Pass Holder 9	\$10.00	\$10.00	\$10.00	\$10.50	\$10.50	\$11.00
Season Pass Holder 18	\$13.00	\$13.00	\$13.00	\$13.50	\$13.50	\$14.00
Regular Cart Fee 9	\$10.00	\$10.00	\$10.00	\$10.50	\$10.50	\$11.00
Regular Cart Fee 18	\$15.00	\$15.00	\$15.00	\$15.50	\$15.50	\$16.00
Range Balls						
Bucket	\$5.50	\$5.50	\$5.50	\$6.00	\$6.00	\$6.00

Rae Park

Season Passes

Adult Season Pass	\$750.00	\$750.00	\$750.00	\$800.00	\$800.00	\$850.00
College	\$300.00	\$300.00	\$300.00	\$325.00	\$325.00	\$350.00
Junior	\$200.00	\$200.00	\$200.00	\$225.00	\$225.00	\$250.00
10 Play Pass	\$300.00	\$300.00	\$300.00	\$350.00	\$350.00	\$375.00

Greens Fees

Weekday 9	\$11.00	\$11.00	\$11.00	\$11.50	\$11.50	\$12.00
Weekday 18	\$20.00	\$20.00	\$20.00	\$21.00	\$21.00	\$22.00
Weekend 9	\$14.00	\$14.00	\$14.00	\$14.50	\$14.50	\$15.00
Weekend 18	\$23.00	\$23.00	\$23.00	\$24.00	\$24.00	\$25.00

Senior/Junior/College Rates

9 Holes	\$9.00	\$9.00	\$9.00	\$9.50	\$9.50	\$10.00
18 Holes	\$14.00	\$14.00	\$14.00	\$14.50	\$14.50	\$15.00

Afternoon Weekend 4pm-includes cart

9 Hole	\$20.00	\$20.00	\$20.00	\$21.00	\$21.00	\$22.00
18 Holes	\$25.00	\$25.00	\$25.00	\$26.00	\$26.00	\$27.00

New Evening Twilight -walking

	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
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4 Hole Green Fee-walking

	\$5.00	\$5.00	\$5.00	\$6.00	\$6.00	\$6.00
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Cart Rates

Season Pass Holder 9	\$10.00	\$10.00	\$10.00	\$10.50	\$10.50	\$11.00
Season Pass Holder 18	\$13.00	\$13.00	\$13.00	\$13.50	\$13.50	\$14.00
Regular Cart Fee 9	\$10.00	\$10.00	\$10.00	\$10.50	\$10.50	\$11.00
Regular Cart Fee 18	\$15.00	\$15.00	\$15.00	\$15.50	\$15.50	\$16.00

Range Balls

Small Bucket	\$5.50	\$5.50	\$5.50	\$6.00	\$6.00	\$6.00
Medium Bucket	\$8.00	\$8.00	\$8.00	\$8.50	\$8.50	\$8.50
Large Bucket	\$14.00	\$14.00	\$14.00	\$14.00	\$14.00	\$14.00



Terre Haute Exhibit A

Exhibit A					
	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Gross Revenues from Operations	\$ 900,000	\$ 910,000	\$ 920,000	\$ 930,000	\$ 940,000
Total Expenses*	\$ 1,310,000	\$ 1,310,000	\$ 1,310,000	\$ 1,310,000	\$ 1,310,000
Proposed Subsidy*	\$ (410,000)	\$ (400,000)	\$ (390,000)	\$ (380,000)	\$ (370,000)
% of Gross Share of Revenue to City	80%	80%	80%	80%	80%

*Expenses include \$90,000 in mgt fees

*For purposes of Revenue Share Subsidy will be considered Revenue.

NON-COLLUSION AFFIDAVIT

STATE OF INDIANA)
)
HENDRICKS COUNTY)

The undersigned authorized representative of Contractor, being duly sworn on oath, states that he/she is duly authorized to act on behalf of Contractor and has not, nor has any other employee, member, representative, or agent of the firm, company, corporation or partnership represented by him/her, entered into any combination, collusion or agreement with any person relative to the price to be offered by any person nor to prevent any person from making a proposal nor to induce anyone to refrain from submitting a proposal and that this offer is made without reference to any other offer.

GREEN GOLF PARTNERS
Contractor (Name of Firm)
Michael Shaw
Signature of Representative/Agent
MICHAEL SHAW
Printed Name of Representative/Agent
PRESIDENT
Title

Subscribed and sworn to before me this 30 day of May,
2017.

My Commission Expires: March 28, 2025 Jamie C Clements
Notary Public

County of Residence Hendricks



May 30, 2017

City Of Terre Haute
C/O Nick Weber, FagreBD Consulting
300 North Meridian, Suite 2700
Indianapolis, IN 46204

Dear Mr. Weber:

Please allow this letter to serve as evidence of Wintrust Financial Corporation's ("Bank") interest in providing ongoing working capital financing for the operations and obligations of Green Golf Partners (GGP), including , but not limited to, the obligations of GGP's proposal for the City of Terre Haute golf course operation proposal.

Based upon our historical relationship with GGP, ongoing review of the firm's financial statements and discussions with ownership, we believe that the proposed Terre Haute golf course operation proposal can be financed through operating cash flows and supplemental usage of a working capital line of credit facility provided from Bank.

We have maintained a relationship with this organization for several years and are confident that their existing balance sheet and cash flows are sufficient to perform under the City of Terre Haute proposal, as well as their other existing 15 managed golf courses. In our opinion, the senior management team has extensive experience within the golf course management industry.

We appreciate the opportunity to provide you with our thoughts and support of GGP. Please understand that this letter does not constitute a formal proposal and/or commitment to the City of Terre Haute golf course project. Please do not hesitate to contact me with any questions or concerns.

Best regards,

Douglas P. Boersma

Douglas P. Boersma
Executive Vice President
Wintrust Financial Corporation

Northbrook Bank & Trust Co. | 1100 Waukegan Road, Northbrook, Illinois 60062
847-418-2800 | www.northbrookbank.com

BELLEAIR — The town is selling its public golf course to a local family who officials say will continue to uphold its efforts to maintain the acres of land as a green space.

On Tuesday, town commissioners approved the sale of the town-owned Belleview Biltmore Golf Club, 1501 Indian Rocks Road, to Pelican Golf Club, owned by the father and son duo Dan Doyle Sr. and Dan Doyle Jr., longtime residents of Belleair. The course's clubhouse, which is set to be demolished as part of the approved plan, could close as early as May 31.

The commission unanimously approved the sale, which went uncontested by the public during public debate, Town Manager JP Murphy said.

Part of the approved renovations include demolishing the pitched roof clubhouse that mimicked the design of the Belleview Biltmore Hotel and replacing it with a two-story one that will include a grill room, restaurant and a golf shop. The new clubhouse will take up the grassy lot next to it, which the town often uses for overflow parking for events, Murphy said. It will also have an underground golf cart storage area.

Across the course, designed in 1925 by famed golf course designer Donald Ross, 863 trees will be removed, including invasive species, as a way to redevelop Ross' design. According to the plans submitted, the company requested a variance to plant 400 trees, including red maple and live oak trees, as well as 10,500 shrubs, to mitigate the trees removed.

Murphy said the Doyle family approached the commission last year and offered to buy it for \$3.8 million, \$300,000 more than the town originally bought it for in 2013. But it wasn't because the current management com-

pany was losing money.

Green Golf Partners began managing the golf course when the town purchased it, and began a 10-year leasing contract the year after. The course had been operating at a loss of about \$200,000 a year before the town bought it, Murphy said. Last year, the company was able to turn a profit, paying the town about \$192,000, which included rent of \$40,000 per quarter and a percentage of its profits.

"We weren't in the market to sell it, quite frankly," he said.

But the price was right, and the Doyle family has been generous to the town, Mayor Gary Katica said. Dan Doyle Jr. has dressed up as Santa Claus during Christmas time and delivered presents to families; he's donated vehicles to the town, Katica says, and he donated a tarp to cover a playground area. The Dimmitt Community Center's basketball gym, the Doyle Family Gymnasium, is named after him.

Pelican Golf Club will also cover the buyout fee for ending Green Golf Partner's 10-year contract early, which has a price tag of about \$600,000, although it hasn't been finalized. Murphy said the \$3.8 million the town gets from the sale could be used toward large maintenance projects like improving the town's drainage system.

A conservation easement, as part of the sale, will limit development on the land, and a green space easement established by a town ordinance has a 20-year restriction on any structures being built.

"The town has always been anti large development," Murphy said. But it's not the land that concerns Belleair resident Marvin Bailey; it's the question of whether the course, after renovations are done, will keep its doors open to those without memberships. It's unclear whether the Doyles, who could not be reached for comment, intend to take the club private.

Bailey worries about losing the community, and he said others feel the same way. Although he's been a member since 2001, he has friends who aren't, but still like to play when they get the chance.

He said he believes from a business standpoint that the Doyles are doing what they think is good for them. But he said the current members and the public without memberships could suffer.

"It is like a family," said Bailey, adding that he was sad at the possibility of having his friends migrating to different courses.

If that happens, instead of crossing the street to get to the Belleview golf course, Bailey said he'll drive half an hour away to another one.

"Most of us probably feel that, because of our friends that aren't members who aren't going to be here, what's the point of us staying?" he said.

He believes the result will be "a play land for the wealthy," which he says is unnecessary because Belleair already has another membership-only golf course, Belleair Country Club.

"We just want a golf course," he said.

Katica has faith that the Doyle family will follow through with taking care of the course.

"I'm very happy with the whole thing," he said. He approved of the plan, he added, because of the town's intentions to maintain the golf course. The last thing the town wants, he said, is for the land to one day be developed.

The course is a water recharge area, so any structures could negatively impact the wells nearby. But Katica, who said he has known the Doyle family for years, believes they will continue to do good things for the town.

"The Doyle family is a terrific family in Belleair," he said. "I would not have approved my part if they were speculators."

